

Brigham and Women's Hospital is a non-profit academic medical center (AMC) located in the Metro Boston region. Within Massachusetts, it is the second largest hospital, has the highest number of births at any hospital, and is designated as one of nine organ transplant centers in the state. It is a member of Partners HealthCare. In FY16, Brigham and Women's Hospital total margin was 3.5% resulting in a \$94.4M excess of revenue over expenses. Brigham and Women's Hospital's average profits between FY12 and FY14 were \$141M.

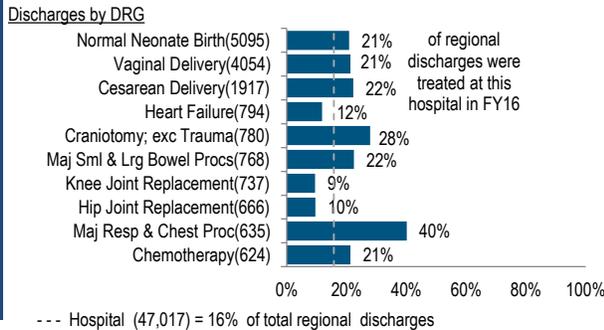
Overview / Size		Payer Mix	
Hospital System Affiliation:	Partners HealthCare	Public Payer Mix:	54.5% (Non-HPP* Hospital)
Change in Ownership (FY12-16):	Not Applicable	CY15 Commercial S-RP:	1.41
Total Staffed Beds:	859, 2nd largest acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
% Occupancy:	82.6%, < cohort avg. (84%)	Utilization	
Special Public Funding:	Not Applicable	Inpatient Discharges in FY16:	47,017
Trauma Center Designation:	Adult: Level 1	Change FY15-FY16:	2.7%
Case Mix Index:	1.56, > cohort avg. (1.44); > statewide (1.07)	Emergency Department Visits in FY16:	58,328
		Change FY15-FY16:	-2.7%
		Outpatient Visits in FY16:	558,705
		Change FY15-FY16:	48.6%
		Quality	
		Readmission Rate in FY15:	15.8%
		Change FY11-FY15 (percentage points):	-0.3%
		Early Elective Deliveries Rate (Jan 2015-Jun 2016):	3.5%
Financial			
Inpatient NPSR per CMAD:	\$16,457		
Change FY15-FY16:	-0.7%		
Inpatient:Outpatient Revenue in FY16:	59%:41%		
Outpatient Revenue in FY16:	\$658,710,306		
Change FY15-FY16:	2.6%		
Total Revenue in FY16:	\$2,731,483,000		
Total Surplus (Loss) in FY16:	\$94,383,000		

At a Glance

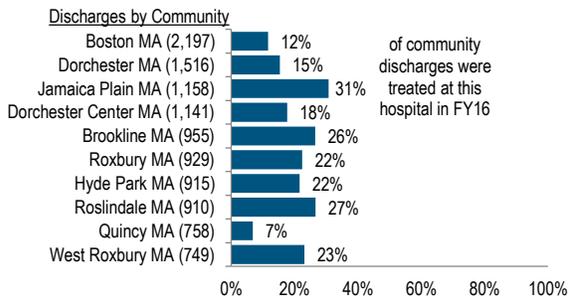
Services

Quality

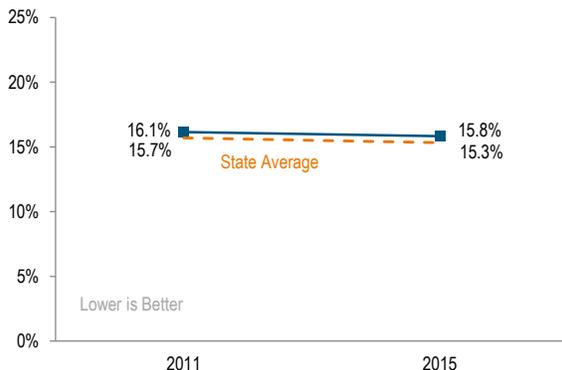
What were the most common inpatient cases (DRGs) treated at the hospital in FY16? What proportion of the region's cases did this hospital treat for each service?



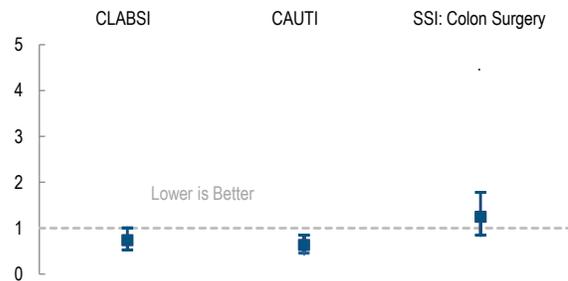
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



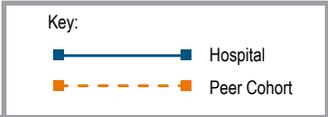
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



For descriptions of the metrics, please see the technical appendix.

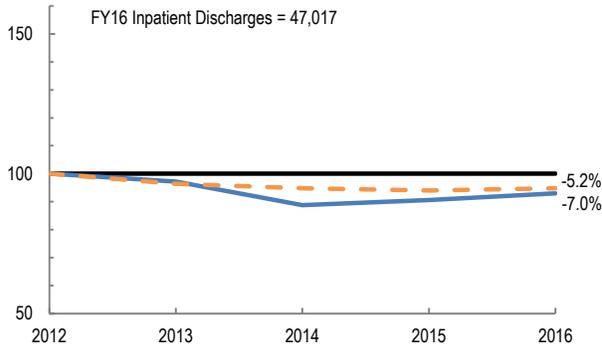
2016 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S HOSPITAL

Cohort: Academic Medical Center

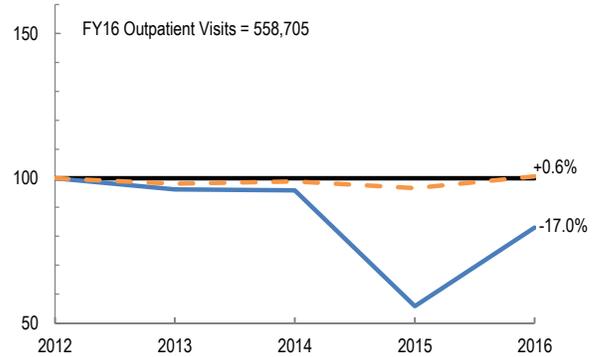


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

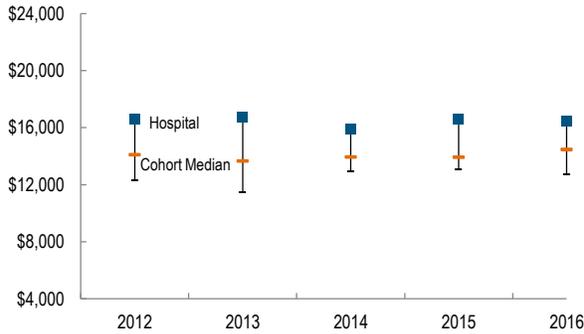


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

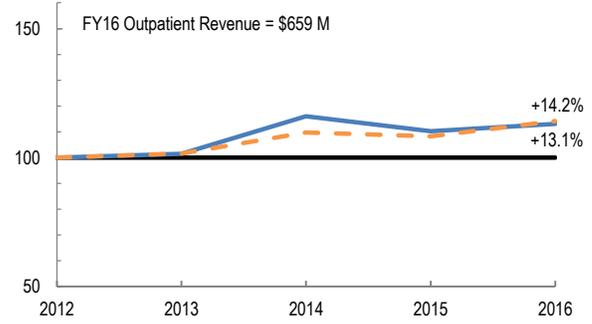


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY12 and FY16, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)



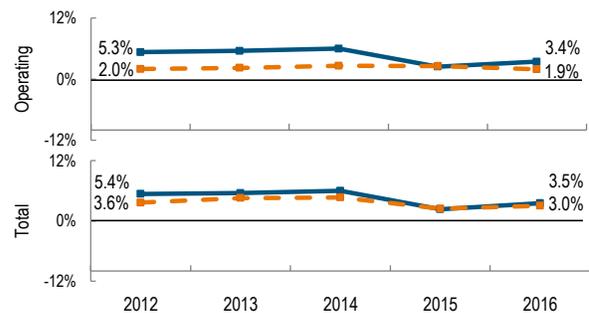
Financial Performance

How have the hospital's total revenue and costs changed between FY12 and FY16?

Revenue, Cost, & Profit/Loss (in millions)

FY	2012	2013	2014	2015	2016
Operating Revenue	\$ 2,455	\$ 2,517	\$ 2,538	\$ 2,606	\$ 2,730
Non-Operating Revenue	\$ 2	\$ (0)	\$ 0	\$ (3)	\$ 1
Total Revenue	\$ 2,457	\$ 2,516	\$ 2,538	\$ 2,603	\$ 2,731
Total Costs	\$ 2,325	\$ 2,377	\$ 2,386	\$ 2,542	\$ 2,637
Total Profit (Loss)	\$ 132.2	\$ 139.0	\$ 151.7	\$ 60.8	\$ 94.4

What were the hospital's total margin and operating margins between FY12 and FY16, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.